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A California Farm Labor Study

LABOR-MANAGEMENT RELATIONSHIPS and PERSONNEL PRACTICES

Market Milk Dairies
Fresno County, California

VARDEN FULLER and GEORGE L. VILES

CALIFORNIA AGRICULTURAL EXPERIMENT STATION
GIANNINI FOUNDATION OF AGRICULTURAL ECONOMICS

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LABOR-MANAGEMENT RELATIONSHIPS AND PERSONNEL PRACTICES[1] MARKET MILK DAIRIES, FRESNO COUNTY, CALIFORNIA

by

Varden Fuller[2] and George L. Viles[3]

I

Introduction and Summary of Findings

Introduction.--Research literature on how to breed, feed, and manage dairy herds for high production is impressively voluminous. In sharp contrast, the literature on effective management of labor in a dairy enterprise is very sparse. In view of the underdevelopment of research in the latter field, it is perhaps not inappropriate that a beginning, as this is, should be modest. Whether appropriate or not, the present investigation endeavored only to seek the facts of employer-employee relations and personnel practices as they have emerged through experience in this type of agricultural employment.

We make no recommendations. Believing that reliable findings have been made on the content of employer-employee relations and other significant aspects of managing hired labor in dairies, we rely on the good judgment of those who are interested and concerned to draw conclusions that are appropriate to the facts and to their interests.

The method of the study was to ask questions, through an interviewer and using an appropriate schedule, of forty dairymen and their eighty employees. The interviewing was done by the junior author during February, March, and April of 1952; the questions related principally to conditions and activities during the calendar year 1951. This method of investigation obviously depends heavily for its reliability on the memory of the respondents. Nevertheless, we believe that the answers are on the whole trustworthy.

1/ The tabulations in this report are summaries of more detailed tables which are published in a separate Statistical Supplement. This Supplement may be obtained by writing the Giannini Foundation of Agricultural Economics, Berkeley.

2/ Associate Professor of Agricultural Economics, Associate Agricultural Economist in the Experiment Station and on the Giannini Foundation.

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[illegible] Electrochemistry in Chemistry and Chemical Engineering

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V

Index terms[1] and Abstract[2]

I

Introduction and Summary of Findings

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[illegible] of the Chemical Society and on the Analytical Procedures.

[2] Abstract published in Analytical Chemistry. This information may be obtained by writing the Abstract Department of Publications Chemistry, [illegible] Columbus.

[1] For indexing, it has been the experience of most chemical [illegible] [illegible] are published in a Special Publication Chemistry. This information may be obtained by writing the Abstract Department of Publications Chemistry, [illegible] Columbus.

[illegible] that the chemist who is the author of [illegible] Chemistry. However, [illegible] [illegible] the [illegible] or the author of [illegible]. Information [illegible] [illegible] the [illegible] Part [illegible]. This method of [illegible] [illegible] [illegible]

Although the findings of this study are believed to be acceptably representative of employing Grade A dairies in Fresno County, we caution against assuming their applicability to other types of dairy enterprises or to the same type enterprise elsewhere. We did not seek to identify and describe the typical situation for Grade A dairies in the state. In fact, the well-known variations in the forms of dairy enterprise in different sections of the state virtually prohibit the identification of a "typical" situation.

The Dairy Herd Improvement Association of Fresno County was sympathetic to the making of this study, and its officers and members gave cordial and unreserved cooperation. To them and other dairymen and to the milking barn employees who participated in this study, the authors are deeply grateful.

Details have been held to a minimum in this report. Additional facts and details are contained in a Statistical Supplement which those interested may obtain, as noted on the preceding page.

Summary of Principal Findings.--The Grade A dairies covered by this study are continuously operating, stable enterprises in which vast experience in management and in job performance have been accumulated by dairy operators and by hired labor, respectively. Dairy operators average eight years in the management of their present units; moreover, for nine out of ten, the present operation is a continuation of a long career devoted principally or exclusively to the dairy industry. In comparison, milkers and milking barn employees move about rather frequently and have been in their present jobs an average of twelve months. Yet, the majority of the employee group is fairly stable within the industry and the area even though frequent moves are made from one dairy job to another.

Notwithstanding these characteristics of stability, of extensive experience by both labor and management, and a great deal of similarity in the physical make-up of the dairy enterprises, policies and practices with respect to labor-management relations, compensation, and the utilization of labor are far from standardized. From one dairy to another, extremely wide variations were found in rates of pay, in the amount of work expected and performed, in labor turnover, and other related matters. The existence of such variations is evidently explained largely by the fact that management policies and terms and conditions of employment are individually determined in each dairy. Organizations of dairymen exist but, since they are devoted principally to other purposes, the exchange of information relating to labor and employment conditions is incidental and informal. On the employee side, no organizations exist and hence all exchange of information is informal.

Of greater significance than the lack of standardization in employment practices and policies is the finding of little relation between the amount of work required or performed and the rate of compensation. Although there is a tendency for wage rates to be adjusted to the amount of work required, many instances were found, from dairy to dairy, of employees performing twice the work for the same pay or receiving almost twice the pay for performing the same amount of work. A related finding was that employees who have been on the particular job for longer periods of time have not gained materially by doing so. Hence, employees coming newly to the job are about as likely to receive the more favorable rates of compensation as are employees who have remained on the job for several years. In an employment environment having these characteristics, it is perhaps not surprising that employees are inclined to "shop around" considerably and to move frequently from one job to another.

Three-fourths of the employees reported they had found the jobs they were then holding to be as good or better than they had expected; one-fourth indicated dissatisfaction with their present employment. In contrast, however, four-fifths of the dairy employers reported difficulty in finding people having the qualifications and characteristics which they considered desirable in dairy employees.

Employee attitudes and views toward present jobs were approached in several ways. The principal reasons given for satisfaction and for dissatisfaction and suggestions for improvement in employer-employee relations, each ranked in order of frequency, were found to be these:

Employee reasons for satisfaction	Employee reasons for dissatisfaction	Employee suggestions for improvement
1. Relations with employer	1. Insufficient days off	1. More time off
2. Wages and methods of paying wages	2. Wage rates and methods of paying wages	2. Personnel practices
3. Duties and job organization	3. Housing	3. Working conditions
4. Working conditions (barn, herd, equipment, etc.)	4. Duties and job organization	4. Duties and job organization
5. Housing	5. Working conditions	5. Housing
6. Supervision not excessive	6. Employer relations	6. Higher pay or different system of payment

A substantial difference in views as to the understanding of terms of employment was found. Whereas all employers reported that the employment was

described fully and accurately to the employee before he went to work, 30 per cent of employees reported the terms and conditions of employment were not fully understood or, in their opinion, were misrepresented. Written contracts or memoranda to record the conditions or understandings of employment are used by only a small minority, but when used have apparently proved quite successful.

Similarly, with respect to the communicating of comments and suggestions, employers more usually responded that such were encouraged than did employees, again reflecting a substantial difference in views as to the process of communication between employers and employees.

The close confinement to work that is characteristic of a Grade A dairy is undoubtedly the factor which prompts the emphasis given by employees to the desire for more time off. Effective arrangements for taking days off work were found on three-fifths of the dairies studied; the other two-fifths either had no provision for taking days off or had arrangements for taking days off which were ineffective. Those employees regularly taking days off typically received either one or two days per month.

It appears quite likely that the confining nature of the work and the lack of any considerable amount of free time may be closely related to the high rate of labor turnover. Given the compensation practices of the industry, as above noted, a milker who has had some experience in the area knows he stands no great risk from temporarily severing his job connection. Hence, the principal and possibly the only cost of an interjob respite from the confinement of dairy work is the wages foregone during the intervening short period of unemployment.

II

Physical Facilities of the Milking Barns, Organization of the Work and Characteristics of Management

Physical Equipment.--All of the dairies included in the study used machine milking equipment. Of the forty-three dairies, bucket-type machines were used in thirty-three and the pipe-line system in ten. The majority of the bucket-type machines were equipped with pumps. The number of milking machine units per barn ranged from two to fourteen. Except for two parlor barns, stanchion types of milking barns, and principally the face-out stanchion, were used in all dairies. Cows were washed and concentrates were fed in all milking barns. The feeding of roughage and silage and feeding calves were separated physically and functionally from the milking barn operation.

Work Force.[1]--On half of the dairies, the milking barn work was performed exclusively by hired labor. On the other half, in which some of the work was done by the operator or members of his family, the typical situation was that of the operator working only incidentally or part time. In only four of the forty-three dairies (approximately one-tenth of the total) did the operator work full time in the milking barn. Many of the dairies also used part-time hired help, both incidentally and regularly, for relief and to supplement the regular work force. The total milking barn work load for all dairies was performed by operators and hired labor, working part or full time, in the following proportions:

	Per cent of labor hours
Full-time hired employees	84
Operators working full time in the dairy. . .	4
Operators working part time in the dairy. . .	7
Part-time hired employees	5
	100

The number of full-time hired milking barn employees per dairy ranged from one to five. As indicated in the following distribution, the bulk of the dairies are one- and two-employee units:

Full-time employees	Dairies	
	number	per cent
One	16	37
Two	20	47
Three	5	12
Four	1	2
Five	1	2
Total	43	100

Organization of Work.--There are six identifiable tasks that are common to all milking barn operations, namely: driving in cows from the corral; washing

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1/ Milking barn workers are the group with which this study is concerned. This includes milkers and "helpers" and others who wash cows or do other tasks in the milking barn, some of whom may not actually "milk" cows; others who feed roughage, feed calves, or do other work around the dairy are not considered milking barn workers, except as part-time workers, if they actually do some of the tasks in the milking barn. In the following text, when the terms "milker" or "employee" are used, they will be meant to designate all hired milking barn workers.

Ben	12	12
Bo	8	6
Dave	5	12
Fred	7	6
Jeff	4	2
Total	36	38

cows; operating milking machines (including hand stripping if done); feeding concentrates; washing equipment; washing barn. Obviously, little specialization among these various tasks is possible in a one- or two-man dairy. As the size of the employment unit increases, there is, however, a definite tendency to specialize employees in the performance of the milking barn tasks. This tendency is indicated in the following averages of tasks per employee:

	Average number of tasks per employee
One-employee dairies	5.8
Two-employee dairies	4.2
Three-employee dairies	2.7
Four-employee dairies	2.8
Five-employee dairies	2.4
All dairies	4.0

In the typical dairy of the group included in this study, workers are specialized in the tasks of the milking barn to the exclusion of other dairy and general farm work. More than half of the full-time employees were not required to work outside of the milking barn. Approximately two out of five had other incidental dairy tasks such as feeding roughage or silage, feeding calves, or breeding. Only one out of ten was required to do any work on other enterprises of the farm. Task combinations of milking barn and other dairy work tended to be confined to the small dairies; hence, as the tasks within the milking barn were specialized on the larger dairies, the milking barn operation tended to be segregated more completely from the rest of the work of the dairy. Likewise, the obligation to work outside the dairy was greater on the small dairies but tended also to occur on some of the largest dairies where the highly specialized milking barn employee was given some supplemental outside work to do.

Other Characteristics of the Dairy Enterprises and Their Management.--According to predominate breed, half of the dairy herds were Holstein, approximately one-third were Guernsey, less than one-tenth were Jersey, and slightly more than one-tenth were completely mixed. The dairies studied ranged from 30 to 350 milking cows; the most typical of the group were herds of 70 to 100.

The over-all average butterfat production per cow during 1952 was 418 pounds. By individual dairies, the production record was, however, far from

	Number Added to Base Salary
Office Manager	$50
Secretary	$40
Stenographer	$30
Typist	$20
Telephone Operator	$10
Messenger	$10
Janitor	$10

uniform. The poorest dairy average was 329 pounds per cow and the best was 516, with approximately one-half of the dairies having production averages of 420 to 470 pounds per cow.

Market milk or Grade A dairies of the type covered in this study have virtually none of the seasonal characteristics that are so common to agriculture. From month to month, the number of cows milking, production per cow, and total output of the dairies are all relatively constant. The significance of these facts, for present purposes, is that these dairies have a labor requirement every day of the year, and moreover, that the labor requirement is, for all practical purposes, the same every day of the year.

The overwhelming majority, thirty-six of the forty-three dairies, were operated by owners; only seven were leasees. Since one dairyman operated three separate dairy herds and another dairyman operated two, the total number of operators for the forty-three dairies was forty. These dairymen had operated their present dairy units for an average of approximately eight years. Slightly less than half had operated their units ten years or more. Only five of the forty dairymen had operated present units less than four years. These facts do not, however, fully reflect the total dairy experience of the majority of the operators because all but four of the forty had had considerable dairy experience prior to assuming the operation of present dairies. The various types of previous dairy experience are reflected as follows:

	Number	Per cent
Had worked on father's dairy.	13	33
Had operated another Grade A dairy.	11	27
Had operated manufacturing milk dairy	8	20
Had worked as a hired herdsman or foreman . . .	2	5
Had worked as a hired milker.	2	5
Had no previous dairy experience (average time on present dairy--12 years)	4	10
	40	100

III

Characteristics of Milking Barn Employees

Characteristics of the Typical Employee.--The milking barn employee typical of the group covered by this study is a married man, thirty-two years of age,

who has either one or two children. He lives on or near the dairy in a house supplied to him by his employer. He learned machine milking, in Fresno County, ten to fifteen years ago. He has been employed on his present job only one year, but the likelihood is very great that his previous employment was as a milker on some other dairy in Fresno County. Although he reports, typically, that he is fairly well satisfied with his present job, it is highly probable, if past experience is repeated, that he will be in another job on another dairy in Fresno County before the year is out. He reports that his ultimate ambition is to have a dairy of his own. But, if the background and experience of the present group of dairymen is indicative, it is extremely unlikely that he will realize this ambition for only one out of twenty of these operators had started out as a hired milker.

Young Family Men.--The above paragraph gives no more than a thumbnail sketch of some of the most significant characteristics of the typical milking barn employee. Further details and individual variations are worth noting. One fact of considerable significance, suggested by the typical age of thirty-two, is that the employee group is comparatively young. Actually, three-fifths is between twenty-five and forty. Only one-fifth of the group is forty years old or over, and virtually all of these are less than fifty. The comparatively young age of this employee group is a factor which probably is related to the high job mobility which is suggested by the average of only twelve months' employment on present jobs.

A few--6 per cent--of the milking barn employees were women. They were working principally in husband-wife teams. Marriage and children are dominant characteristics as indicated by the facts that 85 per cent of the employees are married and that, in turn, 85 per cent of the families have children at home. Moreover, as will be noted in a later section of this report, marriage and children are rated by employers and employees alike as being of considerable importance to successful employment in this field.

Job Mobility.--Although the problem of labor turnover will be considered in detail in a later section, it may be advantageous to report something of the employment background of the worker group at this point. Identification of the type and location of the employee's job next preceding the present one will probably be sufficient indication, for the present, of the extent of job and occupation mobility which characterized the employee group. This is set forth in detail in the following tabulation. The facts demonstrate that, while the

majority of the employees came to their present jobs from other dairies and from within the Fresno County area, there are also substantial proportions that came into their present work from other industries and other localities.

Type and location of next preceding job	Per cent of employees
Milkers:	
In Fresno area	41
Outside Fresno but within California	10
Outside of California	3
Other dairy or livestock employment	10
Other agricultural employment	7
Nonagricultural employment	13
Operated own dairy or other farm	8
No previous employment	8
Total	100
Summary by location	
From Fresno area	66
From elsewhere in California	24
From outside California	10
Total	100
Summary by occupational group	
Milker	54
Other agricultural employment	25
Nonagricultural employment	13
No prior occupation	8
Total	100

The foregoing data indicate something of the varied background from which the present group of milking barn employees came. Almost equally varied are their expressions of their ultimate job goals which were reported to be:

Ultimate goal	Per cent of employees
To remain a milker	25
To handle a herd on percentage basis	9
To have dairy of his own	37
To obtain some other type of job	22
To retire	4
Indefinite	3
	100

Total	100
No overtime this month	
Overtime two days a week	2
Overtime every day	4
Shift work (fixed)	11
Shift work (rotating)	11
Change of Contract	13
Other (please specify)	15
Don't know	21

Number in Household

Five persons or more	20
Four persons	24
Three (adults or children)	28
Two (husband and wife)	32
Alone	36

Number in Employment

Three or more employed	7
Two employed	14
One employed, husband	21
One employed, wife	28
Retired	35

Number of Children

Total	100
No children	42
Children under 5	47
Children 5 - 10	52
Children 11 - 15	57
Children 16 - 18	62
Children over 18	67

Type of Dwelling

Total	100
Owner occupied	4
Rented from Council	8
Rented from private landlord	12
Other	16

Number of Cars

Total	100
None	1
One	6
Two	11
Three or more	16

Type of Employment

Total	100
Manual	1
Non-manual	6
Professional	11
Other	16

Number of Employees at Work Location

Total	100
1 - 10	1
11 - 24	6
25 - 99	11
100 - 499	16
500 - 999	21
1000 or more	26
Don't know	31

Type of Industry

Total	100
Agriculture	1
Mining	6
Manufacturing	11
Construction	16
Transport	21
Distribution	26
Professional services	31
Other services	36
Public Administration	41
Don't know	46

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IV

Basis of Employment: Compensation, Perquisites, and Allowances

Basis of Employment.--The majority of the milking barn employees were hired as individual workers on the basis of a stipulated monthly salary. Most of these monthly people were direct employees of the dairyman, but in several instances the employees in this classification were hired by others than the dairyman who had contracted to handle the herd on a percentage of production or a payment for the number of cows milked. Others were hired as individuals and directly by the dairyman but paid a percentage of milk returns or a specified amount per cow milked. Still another category of employment was that of group teams. Further explanation of these bases of employment and their relative significance in the total employment structure are as follows:

	Per cent of employees
I. Individual workers on monthly, daily, or hourly basis	74
(a) Monthly wage	65
(b) Daily wage	8
(c) Hourly wage	1
(Some of these employees received additional payments or bonuses as well as perquisites, but such payments are a minor part of and incidental to the regular time wage.)	
II. Individual workers paid on the basis of production or number of cows milked, or some combination thereof (Some of these employ others to perform part of the work for which the above payment is received.)	10
III. Group teams: husband and wife; or father and son; etc. (These group teams undertake a given work assignment and receive a single sum which may be set as an amount per month or a rate based on number of cows milked or on production. Neither the compensation nor the amount of work expected of any individual is determined by the dairyman.)	16
Total	100

Regardless of the basis on which they worked, most employees received housing and other supplements to their regular wages or earnings. The types of such perquisites and supplementary payments and their contribution to total income will be considered at a later point.

Monthly Wage Rates.--Excluding the few instances of supplementary bonus or production payments where the amount of such payment was large enough to

influence the amount of the regular wage, monthly wage rates in effect on December 31, 1951, ranged from $175 to $385, and averaged $270. The typical going monthly wage at that time could be said to lie between $250 and $300, for more than half of the employee group paid on the monthly basis was found to be within this range.

We hasten to note that the above figures do not represent total compensation but are only monthly wage rates, as such, for those employed on that basis and receiving the major portion of their compensation from such rate. The rate of total compensation is a somewhat larger figure which includes the additional compensation received through supplementary payments, bonuses, and perquisites.

Incentive Wages.--Wages based on systems of payment other than specified monthly, daily, or hourly rates were usually referred to as "incentive" or "percentage" rates. Many different systems and combinations were encountered; yet, the most common were based on either a percentage of gross milk returns or on the number of cows milked. The variations in these two principal types are summarized as follows:

Percentage of gross milk returns; various types

(a) Milkers each receive 7½ per cent of the gross milk returns (two milkers).

(b) Milker receives 15 per cent of the gross milk returns; he hires and pays another full-time milker to perform part of the work.

(c) Milker working alone receives 15 per cent of the gross milk returns; employer does the relief milking.

(d) Husband-and-wife team is paid 15 per cent of gross milk returns plus 2 cents per pound on all butterfat produced.

(e) Milker is paid 10 per cent of gross milk returns; he hires and pays the wages of an additional milker who performs part of the work.

(f) Milker is paid 40 per cent of gross milk returns; he hires and pays the wages of two additional milkers and also pays for all dairy supplies and veterinarian services and for one-half the feed.

Payment for number of cows milked; various types

(a) Husband-and-wife team is paid $4.00 per month per cow in milking herd.

(b) Milkers as a team are paid $5.00 per month per cow in milking herd.

(c) Husband-and-wife team is paid $4.00 per month per cow in milking herd, plus a butterfat production bonus of $1.50 per pound on average-per-cow-per-month production, provided the herd average is 30 pounds or more. (For example, if the herd average is 35 pounds per cow in any given month, the payment would be 35 times $1.50 or $52.50.)

[illegible]

[illegible]

[illegible]

Milkers working on monthly wage rates or on a percentage of milk returns sometimes receive additional payments based on the number of cows milked. Examples of such arrangements are: $5.00 per month per cow milked in excess of thirty-five; or in another instance, $5.00 per month per cow in excess of forty.

The above are the principal types of payment other than straight wages per month, per day, or per hour. Other arrangements, not readily classified, were encountered which were individual deals covering the raising of stock and participation in other farm enterprises as well as milking barn employment.

Wage Supplements.--Supplements to regular wages other than those discussed immediately above fall into two main categories--annual bonuses and perquisites.

Annual bonuses

Of the group of employees working as individuals (not in teams) and paid principally at monthly, daily, or hourly wage rates, 24 per cent received annual cash bonuses ranging in 1951 from $10.00 to $240. The average of such payments to those receiving them was approximately $100. Employers giving such bonuses generally regarded them as Christmas gifts.

Perquisites

The majority of employees are furnished housing free of charge and many also receive electricity, fuel for heating and cooking, and some also receive meat and other items. For those employees paid principally on the basis of monthly, hourly, or daily wage rates and working as individuals, the estimated average value of all such perquisites was approximately $700 during 1951. The details of these values and the methods of their estimation are reported on pages 13 and 14.

Total Annual Compensation.--It is apparent that, in the type of employment under consideration, total compensation of the typical employee includes several items. After analyzing all aspects of the income picture, we find it is not possible to present a summary that accurately comprehends all employees. With respect to the group teams, the total wage payment is known, but it is difficult to allocate the group compensation to individuals within the team in a manner that would make the payments comparable to those of individual employees. Hence, in the data that follow, group teams are eliminated. Similarly, the few individuals who were employed principally or exclusively on "incentive" pay are omitted from the income summary primarily because there were almost none who had worked through the full year on the same type of "incentive" pay, or whose earnings could be determined without extensive analyses of costs and returns in the dairy.

the dairy.

Fruits ready to harvest without extensive expenses or costs and relieve it being turned through the fruit given to the case type of "transitory" pay, a short-
matter that the income property ownership pays just about more the
property and more marketed structurally or contracted to "financial" and not
in the case that fairly pure loans are distributed. Initially, the fac-
tor of the property advertising is there of individual employees. There,
the property ownership is there to a number
to attract the term consideration is transferable within the term to a number
relief to the term term, the rural and payment is known, but it is different
in a manner a rental and economic ownership all objective. The
owners and consideration, rural appreciation of the rental consumer interest
time. After realizing it depends of the income payment, a fund is a
rental consideration, rural appreciation of the rental consumer interest

Joint Account Investment.--If it happens that, in the type of employment of or in different and treated on pages 13 and 14.

Investment Clubs.--Investments in certain ways that show diversi-
fication to their investments as well as mutual fund ownership.
are wrong, but only in one. Other considerations, for really "peculiar",
more convenient and a more individual desk showing the record of those who
Investment alone but into the more complicated--exact reasons and procedure.

Trust Deposits

> Deposits in trust accounts, usually a individuals (not in normal bus
> of the form of employees, usually a individuals (not in normal bus
> fers) payable, or usually, or usually who maker, 3% per cent
> savings or term deposits in these existing time and approximately
> rather small cash payment starting at four five 10.00 to 250.00. The
> interest rates, however, are higher, being 3½ per cent. This
> plan, Employers fixed such income generally accepted that of
> interest rate.

Insurance

> Insurance policies may furnished monthly form of charge and many
> of the policies of employees may furnished monthly form of charge and many
> of the policies of employees may furnished monthly form of charge and many
> of the policies of employees

Consequently, the following income summary includes the incomes of only those workers paid principally or entirely on monthly, daily, or hourly rates.

When all cash supplements to the regular wage were included, average total annual compensation in cash was $3,360. When, finally, the value of the perquisites was also added, the total average annual rate of compensation was found to be $4,053. This figure does not necessarily reflect what the average employee earned during 1951 but rather should be construed as reflecting the annual rate at which the average employee of the group identified was earning at rates prevailing in December, 1951, and based upon the supplementary payment and perquisite experience of the year 1951.

The range and distribution of annual rates of compensation are significant and warrant presentation in detail:

Annual rate of compensation	Cash only		Cash and perquisites	
		cumulative		cumulative
dollars	per cent	per cent	per cent	per cent
Under 2,250	1.8	1.8		
2,250-2,499	7.3	9.1		
2,500-2,749	3.6	12.7	3.6	3.6
2,750-2,999	7.3	20.0		3.6
3,000-3,249	20.0	40.0	3.6	7.2
3,250-3,499	21.8	61.8	9.1	16.3
3,500-3,749	16.4	78.2	18.2	34.5
3,750-3,999	7.3	85.5	16.4	50.9
4,000-4,249	5.4	90.9	9.1	60.0
4,250-4,499	7.3	98.2	16.4	76.4
4,500-4,749	1.8	100.0	9.1	85.5
4,750-4,999			3.6	89.1
5,000-5,249			7.3	96.4
5,250-5,499			3.6	100.0
Total	100.0		100.0	
Average	$3,360		$4,053	

It is quite apparent that annual compensation varies over a rather wide range. Nevertheless, it is to be noted that well over half of all employees received between $3,000 and $3,750 in cash compensation and between $3,500 and $4,500 in total compensation including perquisites.

Further analysis of wage rates in relation to productivity and to the work assigned will be found on pages 34-40.

Values of Perquisites.--In the order of their values, the perquisites furnished were as follows: housing; milk; electricity and fuel; table board;

Element	Ore from	Ore from	Ore from
Water (H2O)	1.4	3.6	
Silica (SiO2)	1.1	6.2	
Alumina (Al2O3)	3.8	12.1	3.6
Iron oxide (Fe2O3)	2.4	25.0	2.8
Lime (CaO)	44.2	17.4	47.1
Magnesia (MgO)	2.6	11.8	2.4
Carbon dioxide (CO2)	41.1	19.1	39.1
Sulfur (S)	1.1	4.4	1.0
Phosphorus (P)	1.3	0.3	1.2
Manganese (Mn)	0.9	0.2	0.8
Undetermined	0.1	0.1	0.1
Total	100.0	100.0	100.0

Element | Ore from | Ore from | Ore from
Water (H2O) | 1.4 | 3.6 |
Silica (SiO2) | 1.1 | 6.2 |
Alumina (Al2O3) | 3.8 | 12.1 | 3.6
Iron oxide (Fe2O3) | 2.4 | 25.0 | 2.8
Lime (CaO) | 44.2 | 17.4 | 47.1
Magnesia (MgO) | 2.6 | 11.8 | 2.4
Carbon dioxide (CO2) | 41.1 | 19.1 | 39.1
Sulfur (S) | 1.1 | 4.4 | 1.0
Phosphorus (P) | 1.3 | 0.3 | 1.2
Manganese (Mn) | 0.9 | 0.2 | 0.8
Undetermined | 0.1 | 0.1 | 0.1
Total | 100.0 | 100.0 | 100.0

meat, and eggs. Eighty-six per cent of the employees were furnished housing free of charge. Except for two instances in which the employer paid the rent of the employee, the housing supplied was on or connected with the dairy and hence had no going rental rate. Our method of imputing a rental value was to ask both employer and employee for their estimates; these two estimates were then averaged. For those who were supplied with rent-free housing, the joint estimates averaged $35.50 per month; they ranged from less than $30.00 to more than $60.00, with the bulk falling between $30.00 and $50.00.

The supplying of milk to employees was found to be virtually a universal practice, the amount received per day averaging approximately three-fourths of a gallon per employee. This was valued on the basis of the minimum on-farm (consumer cash and carry) price of 70 cents per gallon established for Fresno County by the Bureau of Milk Control, California State Department of Agriculture. The average annual value for milk received, accordingly, was $197.50.

The great majority of those who are furnished with rent-free housing also have electricity and fuel for cooking and heating supplied to them. In all such instances, the employer was asked for his estimate of the cost. For those receiving such services, the average of the estimated values was $6.20 per month.

Only two employees were receiving table board. Other perquisites such as meat and eggs were of little significance since they were received by very few employees. In these isolated instances, values were estimated by either employee or employer, or both. The occurrence of such perquisites was too infrequent to permit the presentation of any typical value figures, but for the individuals receiving them the estimated values are included in the data on total compensation presented on page 13.

V

Hours of Work, Days Off, and Vacations

The Working Day.--Just as a continuously producing dairy herd allows no respite in work from day to day, so also is it equally demanding of labor within the day. Since cows in a Grade A dairy are milked twice each twenty-four hours, milking barn work is a split-shift proposition. The typical milking crew goes to work at approximately 2:00 a.m. and completes its first milking around 6:00 a.m. The second milking takes place in the counterpart hours of the afternoon. Hence, even though the milker may not put in a total working day of more than

eight to nine hours. though some were reported to be working considerably longer hours, his free time is difficult to uitlize effectively. During his free period in the late afternoon and evening, he faces the prospect of going to work shortly after midnight; his free period in the forenoon occurs just when the rest of the family is launching its day. Neither free period by itself allows sufficient rest even given the best of cooperation by the milker's family. Hence, it appears that the general practice among milkers is to use portions of both rest periods for sleeping. The well-nigh universal answer to our question, "What do you do between shifts?" was, "I sleep." Milkers are evidently not able to find the time between split shifts to get very far away from home for, when not sleeping, they report "taking care of personal affairs," "working in yard," or "working on car" as their principal activities.

Days Off.--In the type of enterprise covered in this study, there is no such thing as a workweek. Days off work, if any, are received on the basis of one, two, three, or four days per month. One-fifth of the dairies in the study had no arrangement whatever for taking days off. These dairies, however, were those operating with husband-wife or father-son teams or were on a per-cent-of-production or number-of-cows-milked payment basis; hence, if any days off were taken, it was subject to arrangement within the working group. On another one-fourth of the dairies, a days-off arrangement was ostensibly in existence, but in fact no days off were taken. An effective arrangement for taking days off was found on approximately three-fifths of the dairies. The number of days taken per month is reflected in the following summary of the days-off situation:

Number of days off per month	Per cent of dairies
One	19
Two	35
Three	2
Four	2
Total with days off	58
Days off ostensibly provided for but not actually received	23
No days off	19
All dairies	100

With respect to the category "Days off ostensibly provided for but not actually received," the explanation is this: For a few employees, this was

Number of days off per month	Time clock of flavors
One	39
Two	37
Three	5
Four	3
Five	1
Seven or more off	68
Days with pay off	12
Days not accounted for	41
Do duty off	13
To duty off	120

Jeep refused to be crossed until all automatic blinking lights had been set

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reported as only a temporary situation due to the operator's illness; for the majority, the failure to take days off is explained by the combination of the reluctance of the regular milker to lose pay and the difficulty of obtaining suitable relief men.

Of those dairies having a definite policy of one to four days off per month, the arrangement in the majority of instances is such that the employee does not lose pay by reason of the time taken off. This largely depends on the arrangement for relieving regular employees on their days off. In summary, the various methods found in this study were as follows (percentages based on those dairies having a definite and going practice of days off):

Method of relief	Per cent of dairies
By the dairy operator	28
By other regular farm employees not principally employed in dairy	36
By a combination of the above	12
By outside labor employed to relieve:	
(a) Paid by operator	16
(b) Paid by employee	8
Total	100

Another aspect of the days-off question encountered in this study was whether days to be taken off were specified or subject to mutual arrangement or the convenience of the employer as they fell due. For one-fourth of the instances of a definite days-off policy, the days to be taken off were specified in advance; for two-thirds, the days off were not specified; and, for the remainder, employer and employee were in dispute as to whether the days off were specified.

Vacations.--More than half (56 per cent) the dairies in the study were giving vacations with pay. One dairy reported that it gave a vacation of ten days after twelve months of employment but that employees were required to hire and pay their own relief. The remaining dairies (42 per cent) did not grant vacations. The practices of those dairies giving vacations, with respect to the amount of vacation and the eligibility to receive them, are summarized as follows (in percentages of the total dairies giving vacations with pay):

Action	Per cent of Action
a) Use basic procedure	60
b) Alter basic procedure from experience and intuitively adjusting to issue	25
c) Alter procedure from experience and consciously adjusting to issue	15
d) Use a procedure different from those mentioned	
e) Multiple issue solving to optimize:	
(1) Cost of procedure	0
(2) Cost to discover	0
(3) Cost of not solving	0
Total	100

Notice (next) of the data-set question mentioned in this study was

[illegible] the assumption of [illegible] [illegible] [illegible]

Eligibility for vacation	Amount of vacation			
	1 week or less	1-2 weeks	2 weeks	Total
After 6 months' employment	8			8
After 6-8 months' employment	4			4
After 12 months' employment	54	13	21	88
All dairies	66	13	21	100

Because of the somewhat greater prevalence of vacation practices on the larger dairies, the percentages of employees receiving vacation benefits is slightly larger than the percentages of the dairies granting them.

VI

Housing

As was reported in Section IV, the supplying of rent-free housing to milking barn employees is general practice. Further details on housing and related facilities are of sufficient significance to warrant presentation.

Dairymen who supplied housing for all employees amounted to 78 per cent of the total; an additional 17 per cent supplied housing for part of their employees; only 5 per cent of the dairies studied supplied no housing. Four- or five-room structures on or near the dairy are the typical situation, but there are a few larger and some smaller units, and two of the housing units were trailers. Two instances were found of the employer paying the rent of employees who were not provided with housing on the dairy. In total, 86 per cent of the employees were provided with rent-free housing.

The services with which these housing units are provided is indicated in the following:

	Per cent
Cold running water	100
Hot running water	97
Inside toilet	97
Bath or shower	97
Wired for electricity	100
Gas, oil, or electricity for heating	97
Gas, oil, or electricity for cooking	98

In 84 per cent of these housing units, the employer also pays for the fuel and electricity.

Chapter

It was Saturday. In Chapter 12, the chapters at last-Dave counted to

[illegible] Dave [illegible] Chapter 12 [illegible] Dave [illegible] Chapter 12 [illegible] Dave [illegible] Chapter 12 [

Obviously, rent-free housing has no "price." Nevertheless, it is a service which is an expense to the employer and also has value to the employee who occupies the housing. Consequently, a report of income which failed to account for such housing would be incomplete. Lacking a quoted price at which to value the housing, one must construct some sort of estimate. We did this by asking both employer and employee, separately and independently, to estimate equivalent monthly rental values for each housing unit, then averaging the two. As well might be expected, these estimates differed somewhat. For all housing units, employers' estimates averaged $38.000 while employees' estimates averaged $33.00. The bulk of the employer estimates fell between $30.00 and $60.00 whereas the bulk of the employee estimates ranged from $20.00 to $50.00. Employers' estimates were higher on almost two-thirds of the housing units, but on the other third the estimates were equal or the employee estimate was the higher.

The role of housing in employer-employee relationships is discussed in a succeeding section.

VII

Personnel Policies and Practices of Dairy Management

Methods of Obtaining New Employees.--The methods reported by dairymen for seeking new employees are summarized as follows:

Method	Per cent of all methods reported
Advertise in newspapers	26
Inquire of creamery fieldmen, milk haulers, milking machine company representatives, and operators of cattle salesyards	19
Applicants for jobs just appear	17
Inquire of other dairymen	16
Keep waiting list	7
Apply to State Employment Service	7
Inquire through friends	4
All other methods	4
	100

Whether dairy employers had a policy of promotion from within their organizations was one of the subjects of inquiry in this study. As may well be expected

Choose any one of the alphabets at random in this study. We can apply the method
whether fairly uniformly or a method of selection from which letters
appear with

Letter	Percentage occurring in text of 27
Space between words	19
E	10
T	7
O	6
A	6
N	5
I	5
R	5
S	5
H	4
D	3
L	3
U	2
C	2
F	2
M	2
W	2
Y	2
G	1
P	1
B	1
V	1
K	1
Q	1
J	1
X	1
Z	1
	100

Example of Substitution and Decipherment.--Let another example be given:

Using the cryptogram as encrypted by Julius Caesar:

Julius Caesar and Augustus of Julian Encryption

Caesar's method:

The rule of Caesar is extremely simple. Instead of using a
letter only three places to the right in the alphabet. Thus

in a situation where one- and two-employee units predominate, the majority of employers reported they were too small for such a program to be appropriate. Nevertheless, there were a few instances of such a policy. Only one dairy reported the use of the classification of "helpers," and, in this instance, the helpers who proved themselves were promoted to milkers. Dairymen having farm enterprises in addition to the dairy reported the occasional promotion of a field hand into the dairy or the demotion of a man who had proved unsatisfactory in the dairy into general field work.

The majority of the employers report that they usually or always check with the previous employer before hiring a man. On the other hand, several reported that they consistently do not check and offer such explanations as these: "If I can't take the man's word, I don't want him"; "the view of the previous employer is not an important factor for a man may get along well with one employer and not with another"; "I can shortly tell a man's worth"; "I already know the men that I hire." One dairyman reported that, although he tried to contact previous employers, he feels that the latter "always attempt to discredit" their ex-employees.

Training the New Employee.--Since the majority of the men taken into employment have had prior dairy and milking barn experience, the obligations of introducing the man to the job and breaking him in are considerably reduced. Hence, it is not usual to follow the practice of a temporary tryout period.

Three-fourths of the dairymen report they start out the new employee by both describing the work and giving an on-the-job demonstration. Very few employers state they rely entirely on a description of job duties. Being small employers and usually hiring experienced men, there is little reason to have rigid or formal procedures. Although the break-in is usually handled by the operator, it very frequently is left partly or entirely to the quitting employee, to other employees or to the senior milker, to the foreman, or to the operator's son. A practice very often used is for the operator to describe the employment in general terms, then to depend on others to follow up with the on-job demonstration. However, one-fifth of employees reported they were told to "go ahead" without either description or demonstration, and moreover, approximately one-third of the employees stated they did not believe the job had been adequately or accurately described to them before they went to work. Consequently, it appears doubtful if the break-in process is as adequate as employers generally consider it to be. Reports from employees that they were told "here are the

machines, go ahead" or "you know more about milking than I do" or "I worked one shift with the man who quit" are certainly not typical but are not exceptional either. It seems very doubtful that good dairy management can depend so heavily upon quitting employees or upon prior training by operators of other dairies for a break-in on the new job that is mutually advantageous to both parties.

Regardless of the method used for breaking in a new employee, approximately three-fourths of the employers report the practice of a frequent follow-up on the employee for the first month or two. The other one-fourth is equally divided between those who seldom follow up and those who never do. In the latter instance, the follow-up is sometimes left to the senior milker, but some dairymen reported that they "always hired experienced milkers" or that "any milker knows more about milking than I do."

Supervision.--The types of supervision encountered and the persons doing the supervising are summarized as follows (percentages of all dairies):

Type of supervision	Dairies supervised by: Operator	Foreman	Total
Detailed and frequent instructions	4	3	7
Wide range of self-initiative	72	9	81
Combination of the above	5	7	12
Total	81	19	100

The supervision category termed "operator" above in several instances represents combinations of father and one or more sons, all of whom participated more or less informally in the supervision of employees. In more than half of the "foreman" supervised units, the operator reported that he also gave instructions directly to employees.

The employees' understanding of how they are supervised is substantially the same as the employers'. Moreover, the employee group, when asked their preference as to type of supervision, indicated in total that the types of supervision given were generally in accordance with their preferences. In individual instances, however, employees indicated their preference for different types of supervision than they were receiving; some now receiving detailed instructions wished to be given a wider range of self-initiative; conversely, some now given a wide range of self-initiative wished to be given more detailed instructions. But, on the whole, the type of supervision given and the type preferred were the same. The following, in summary, are the findings on this point (in percentages of employees):

Type of Construction	Number	Value	Area
Dwellings, including apartments	2	-	1
Business and commercial	21	1	21
Manufacturing and mines	1	1	14
Other	1	-	1
Total	25	2	37

Type of supervision given (as reported by employees)	Type of supervision preferred by employees: Detailed and frequent instructions	Wide range of self-initiative	Combination	Total
Detailed and frequent instructions	0	7	4	11
Wide range of self-initiative	4	71	8	83
Combination of the above	1	5	0	6
Total	5	83	12	100

The comments of dairy employers on their methods of supervision indicated that a wide range of self-initiative was for the majority a deliberate and calculated practice. Many of the employers using this type of supervision noted that they believed employee morale to be the best when given considerable freedom but that certain critical matters were nevertheless watched closely; these included the break-in period, feeding of concentrates, breeding, dairy sanitation, and the control of mastitis. Several operators reported they felt able to be away from the dairy for considerable periods of time. However, it must be noted that a few of the dairymen reported that their practice of allowing employees a wide range of self-initiative was not a deliberate policy but more nearly a temporary condition with which they were not satisfied, that other matters had interfered with giving the dairy as much attention as they desired, or that they felt negligent in not supervising their dairy employees more closely. Several noted that the degree of supervision had to be accommodated to the particular employee and that no rigid policy could be followed.

Employees were asked the following question: "If employer feels that employee's work is unsatisfactory, how does employer (or foreman) go about correcting the situation?" The answers to this question are summarized as follows:

	Per cent of employees
Has had no indication of unsatisfactory work.	45
Told or shown how to do satisfactory work	30
Operator tries to correct situation without losing his temper.	13
Operator holds meetings, talks privately to employee, calls employee in	5
Operator "bawls out" employee before indicating the needed correction	2
All others.	5
	100

Type of Dependence Given (or Omitted)	Dependent (D)	Independent (I)	Type of Independence Intended
Position and Direction Indications	0	7	It.
Verbs of Self-Activity	1	11	It
Conjunctions of Time Clause	1	1	It
Total	2	19	It

Type of Dependence Given

Omitted	2
Subject Complement	1
Object Complement	1
Direct Object	5
Indirect Object	12
Verbal Object (Infinitive, Gerund, Participle)	10
Adverbial Modifier	30
Total	61

Type of Dependence Intended

Omitted	2
Subject Complement	1
Object Complement	1
Direct Object	5
Indirect Object	12
Verbal Object (Infinitive, Gerund, Participle)	10
Adverbial Modifier	30
Total	61

Type of Dependence Given

Omitted	2
Subject Complement	1
Object Complement	1
Direct Object	5
Indirect Object	12
Verbal Object (Infinitive, Gerund, Participle)	10
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Object Complement	1
Direct Object	5
Indirect Object	12
Verbal Object (Infinitive, Gerund, Participle)	10
Adverbial Modifier	30
Total	61

Communicating Comments and Suggestions.--"Does employer request or encourage comments and suggestions from employees?" Eighty-five per cent of the employers answered this question "yes" and 15 per cent answered "no." Of those answering affirmatively, all except one operator reported that comments and suggestions were encouraged with respect to methods of operating the dairy. Eighty per cent of those answering affirmatively reported they encouraged comments and suggestions with respect to employer-employee relations and related subjects. When asked "Do employees respond?" all except two of the operators encouraging comments and suggestions reported "yes," and, of these, the large majority also reported that the suggestions had been useful.

Based on employers' responses, it would appear that effective communication on a worth-while basis existed for approximately 70 per cent of the dairy operators. This proportion is arrived at after allowing for the facts that some employers did not encourage employee comments and suggestions, some of the responses received were judged to be worthless, and some employees failed to respond even though encouraged to do so.

However, employee responses to parallel questions suggest that the respective views of the two groups differ quite considerably. Whereas 68 per cent of all employers reported they encouraged comments and suggestions on employer-employee relationships, 51 per cent of the employees thought their employers were interested in receiving such comments and suggestions. Similarly, with respect to methods of operating the dairy, 83 per cent of all employers reported affirmatively as contrasted with counterpart affirmative responses from 77 per cent of employees. Whereas 85 per cent of employers reported they encouraged comments on either or both of these subjects, only 65 per cent of the employees responded affirmatively to the question: "Does employer clearly request and encourage comments and suggestions from employees?"

Perhaps the more complete details of employer and employee responses on the above questions will help more fully to describe the level of communication between these two groups and their relative understandings of the process of communication. The summaries of these questions and responses are as follows:

Questions to employers	Per cent of employers "Yes"	"No"
"Does employer request or encourage comments and suggestions from employees?"	85	15
(a) "If so, on employer-employee relations and related subjects?"	79	21
(b) "If so, on methods of operating the dairy?"	97	3
"If employer encourages comments and suggestions, do employees respond?"	94	6
"Have the suggestions been useful?"	88	12
"Does employer have any provision for recognizing or rewarding valuable suggestions?"	33	67

Questions to employees	Per cent of employees "Yes"	"No"
"Does employee believe his employer is interested in discussing and hearing his comments--		
(a) on how to improve employer-worker relationships?	51	49
(b) on methods of improving the dairy operation?"	77	23
"Does employer clearly request and encourage comments and suggestions from employees?"	65	35
"Whether or not employer requests it, does employee make suggestions on--		
(a) improving employer-worker relationships?	57	43
(b) the organization and operation of the dairy?"	67	33
"If employee makes suggestions, did the employer adopt them?"	71	29

The employers reporting that employees' suggestions were encouraged indicated through their further comments that, with respect to employer-employee relations, they were primarily interested in suggestions as to means of improving working conditions, reducing the work load, making the work easier, and stabilizing employment; suggestions with respect to wages, days off, and similar subjects were regarded as secondary. With respect to suggestions on the operation of the dairy, these employers indicated by their comments that they were primarily interested in employee suggestions on such matters as culling, feeding concentrates, breeding, drying up cows, and dairy sanitation.

Of the minority of employers reporting that employees' suggestions were not encouraged, some indicated it was a deliberate policy based on the belief that employees' comments would not be of any use and should not be encouraged; other

Question to employees	Per cent of employees "Yes"	"No"
"Does company provide as adequate amount of information from supervisors?"	46	12
(a) "If no, in what areas is more information needed?"		
Answers indicated:	79	21
(b) "If no, do workers do anything for help?"	97	3
"If anything [specific changes and improvements] do workers recommend?"	88	8
"Does the supervisor keep you informed?"	88	12
"Does the supervisor have favorites?"	23	77
"Does employer make any provision for transportation of workers without adequate facilities?"	13	88

Question to employers	Per cent of employers "Yes"	"No"
"Does employer believe his workers is interested in improving and bettering his employees?--		
(a) In how is interest evidence--other relations exist?	52	48
(b) In methods of improving the work incentive?	77	23
"Can employer classify workers and recommend changes?"	65	35
"Question of not employer consider it, does employer make arrangements to--"		
(a) [illegible] worker's welfare relationship?	87	13
(b) the encouragement and education of the worker"	87	13
"If employer makes arrangements, did the employer ought them"	71	29

The employers recalling the workers' judgments are considerably different from the workers' judgments. Only 46 per cent of the workers say that they have adequate information from supervisors, whereas 87 per cent of the employers say that they have adequate information. Only 88 per cent of the workers say that the supervisor keeps them informed, whereas 100 per cent of the employers say that they keep their workers informed. Only 77 per cent of the workers say that employers do not have favorites, whereas 87 per cent of the employers say that they do not have favorites. Only 29 per cent of the workers say that employers make adequate provision for transportation, whereas 87 per cent of the employers say that they do make adequate provision for transportation. Only 23 per cent of the workers say that employers are interested in improving the workers, whereas 52 per cent of the employers say that they are interested in improving the workers. Only 35 per cent of the workers say that employers can classify workers and recommend changes, whereas 65 per cent of the employers say that they can classify workers and recommend changes. Only 29 per cent of the workers say that employers make adequate arrangements, whereas 71 per cent of the employers say that they make adequate arrangements.

employers feel that their present practice is neglectful and that they ought to take greater initiative in encouraging employee suggestions.

As to the usefulness of employee suggestions, employers report both good and bad results. For the majority, however, the experience has been favorable; employee suggestions leading to improvement in corrals, in culling and breeding, in the reduction of mastitis, in the remodeling of milking barn equipment, and in the milking procedure were all reported.

Appreciation for Work Well Done.--Employees were asked: "Does (your) employer show appreciation for work well done?" Seven out of ten employees answered "yes." The employees' answers as to how employer appreciation was shown are summarized as follows (some employees did not wish to explain their answer, particularly when it was "no"):

	Number times reported
Employees answering "yes"	
Mentions and compliments men for specific jobs well done	32
Gives bonus	6
Gives salary increases	5
Pats employee on back, compliments him, and gives bonuses or gifts	4
Employee just feels employer appreciates work	1
Helps employee to get started on his own dairy	1
Lends employee equipment to develop his own farm	1
Incentive system is proof that employer appreciates work	1
Gives employee financial help to fix car	1
Employees answering "no"	
Employee does extra work; no compensation; no thanks	1
Never acknowledges job well done; the more the employee does, the more he is expected to do	1
Foreman never shows appreciation	1

Understanding Conditions of Employment.--Employers were asked: "Are terms and conditions of employment discussed in detail before the employee starts work?" All employers answered this question affirmatively. Employees were asked: "Does employee feel that the present job was adequately and accurately described before he accepted it?" Seventy per cent answered "yes"; 30 per cent answered "no."

Classification of dairy operators according to the responses of their employees to this question shows this result:

	Per cent of employers
All employees answered "yes".	51
All employees answered "no"	13
Some employees answered "yes"; some "no". . .	36
All employers	100

The types of comments of the employees answering in the negative are instructive:

Only duties were discussed fully.
Worked several days before employment conditions were discussed.
Wages and days off were described by another employee; job duties were not described.
Only pay was discussed.
Duties were briefly outlined; wages discussed; housing was misrepresented.
Wages, days off, and housing were discussed; duties not accurately described.
Wages, duties, days off, and housing were discussed and understood; number of cows milking misrepresented.
No need for discussion; employee was familiar with job.
Saw employer three times before going to work; wages, days off, and housing were understood, but duties were not clearly described.
Wages, days off, and housing all right but duties misrepresented.
Wages only; days off, sick leave, vacation only recently discussed.
Job misrepresented; employee expected operator to help with milking; employee's wife has had to help instead.
Duties described by employer's son; employer discussed only wages and days off.
Only wages were discussed; employee learned about duties after being hired.
Told nothing about the job.
Just told to go to work; broken in by senior milker; wages and housing were not discussed.
Wages only; learned duties from other milker.
Only wages and housing; duties not discussed.
Was not told he had to feed roughage.
Duties not discussed; can't remember about wages.

Use of Written Memoranda or Contracts.--Five of the forty dairymen included in this study reported that they used written memoranda or contracts to cover the conditions and understandings of employment. All dairymen using such memoranda or contracts reported they believed their use contributed to satisfactory employer-employee relationships; their employees, however, held a less favorable view for one-third reported their belief that the contract or memorandum now in use did not contribute to satisfactory relationships. Approximately one-sixth of those operators not now using written contracts or memoranda reported they believed them to be feasible and desirable. Of the employees not now covered by

Examples for Use in Preparing Journal Entries

Transactions to Date (Assume Accounts Are Maintained on a Calendar Year Basis)

	Net Cost of Equipment
All machinery, shop	$0
All machinery, mfg.	0
All machinery, general shop	0
Gas, electric fixtures, shop	0
All buildings	0

The Cost of Operation of the Machinery Shown in the Schedule Are

Depreciation

All machinery, shop $0
All machinery, mfg. 0
All machinery, general shop 0
Gas, electric fixtures, shop 0
All buildings 0

Use the machinery in the electrical shop. Occasionally customers ask for the machinery in the electrical shop. Occasionally customers ask for the use of machinery in the electrical shop. Occasionally customers ask for the use of machinery in the electrical shop. Occasionally customers ask for the use of

written memoranda or contracts, one-third said "yes" and two-thirds said "no" when asked whether they believed them to be feasible and valuable.

It is apparent that the respective responses of employers and employees on the question of written understandings produce something of a contrast. Where now in use, employers unanimously favor them, but employees are not unanimous even though the majority do favor them. In contrast, where written understandings are not now used, their use is favored by a minority of both employers and employees, but the proportion of employees favorable to them is much the larger.

The comments of employers and employees pro and con on the question of written understandings, although covering a wide range of points, seem to reduce to these commonly held conceptions: When favored, employer and employee alike believe them to be a means of reducing the chances of misunderstanding and dispute; when disfavored, employers frequently state that they do not wish to bind an employee who wants to leave or not be able to terminate an employee they no longer want to keep; similarly, employees responding negatively frequently stated that they did not want to be bound to an employer and find themselves unable to quit.

(Parenthetically, the authors feel obligated to note that these ideas held by both employers and employees are evidently misconceptions of the restrictiveness of a written contract or memorandum covering a mutual understanding of the terms and conditions of employment; such instruments do not become restrictive by virtue of being in writing but only by virtue of what the parties agree to.)

Compensation Insurance.--With but few exceptions, the dairymen surveyed report that they carry industrial accident compensation insurance. Approximately one-third of the policies were with private companies and two-thirds were in the State Fund.

VIII

Employer-Employee Relationships; Job Satisfaction and Dissatisfaction

Why Did Employee Choose or Accept His Present Job?--This question was asked of employees in anticipation that the responses might be enlightening as to what aspects of the prospective employment were most impressive to them. Perhaps the answers indicate that the majority of employees enter into new employment in a rather indifferent mood. If so, this is worth knowing; likewise, the bases

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[illegible] [illegible] [illegible] [

of deliberate choices or acceptances are also worth knowing. The responses of employees to this question are summarized as follows:

Reason stated	Per cent of employees giving reason	Per cent of all reasons given
Needed or wanted work	55	29
Had previous dairy experience	19	10
Operator had good reputation as employer	18	9
Job looked promising or better than previous one	11	6
Wanted steady work	10	5
Good pay or better pay than on previous job	7	4
Likes or wanted to milk	7	4
Knew employer	7	4
Wanted to live near family	5	2
Answered advertisement	5	2
Lives close to job	5	2
Wanted to work with husband	5	2
Only job for which experienced	4	2
Just offered job (not looking for work)	4	2
Housing was attractive	4	2
Other reasons	29	15
Total	--	100

Is Employee Satisfied with His Job?--Employees were asked: "Has employee's present job proved to be what he expected when he first started?" The responses were:

	Per cent
Same	39
Better	39
Worse	22
	100

From their answers to the above question and to further questions as to the basis of their response, we rate the group of employees studied in terms of job satisfaction as follows:

	Per cent
Especially satisfied	36
Especially dissatisfied	24
Satisfied in some respects; dissatisfied in others	38
Indifferent	2
	100

Completely satisfying	2%
Somewhat satisfying	9%
Neutral	37%
Somewhat dissatisfying	32%
Completely dissatisfying	20%
	100%

Close friends	2%
Neighbors	4%
Work friends	5%
Other relatives	6%
Parents	8%
Spouse	75%

Other	4%
Other relatives (not parents)	4%
Parents	5%
Close friends	6%
Neighbors	6%
Work friends	7%
Spouse	68

Reasons for Satisfaction and Dissatisfaction.--The reasons offered by employees in explanation of their degree of satisfaction with present employment, ranked in order of their frequency, are as follows:

Reasons for satisfaction	Per cent of total reasons given	
Employer-employee relationships	20	
Employer nice person to work for		10
Employer treats men like human beings		4
Other related reasons		6
Compensation	18	
Good wages		8
Likes percentage system		3
Better pay than anticipated		2
Other related reasons		5
Duty and job satisfaction	16	
Hours not excessive		4
No work outside the dairy		3
Work is easy		2
Other related reasons		7
Working conditions	15	
Good working conditions		6
Good barn arrangement		3
Good milk stock		2
Other related reasons		4
Housing	9	
Good housing		8
Other reasons related to housing		1
Nonexcessive supervision	7	7
Vacations, sick leave, and extra days off	5	5
Workers cooperate and get along well	5	5
All others	5	5
Total		100

Reasons for dissatisfaction	Per cent of total reasons given	
Days off	31	
Insufficient days off		14
No days off		13
Other reasons relating to days off		4
Compensation	20	
Milks too many cows for present pay		8
No pay increases; pay not as expected or promised		4
Other reasons relating to pay		8
Housing	17	
Poor housing		13
Other reasons relating to housing		4

Le se servira exclusivo al Examen	C
Examen	13
Examen	11
Cierre examen a prueba la cua	1
Cerrando	1
Se fue inscribiendo por ley el ejercicio de	
Cerrando	1
Cierre	12
Cierre	10
Cierre	8
Cierre	8
Cierre	8

Duty and job satisfaction	12	
Hours too long		4
Expected to do work outside the dairy		4
Job too confining		3
Too many cows to milk		1
Poor barn arrangement, low water pressure, equipment and stock not in good condition, etc.	9	9
Employer does not keep word, duties not as described, employer cranky, too many employer's relatives in barn, etc.	4	4
Conflicting supervision	2	2
Friction among employees	2	2
All others	3	3
Total		100

Employer Assistance to and Interest in Employees.--Approximately one-third of the employers reported that they assisted employees in saving money and one-fifth reported they helped employees to build enterprises of their own. The methods reported for assisting employees to save money included providing space for gardens and equipment for working the soil, helping to buy meat at wholesale, facilities for employees' cows or chickens, and withholding and helping employee to deposit part of his wages. Assistance on employee enterprises was reported to consist mainly of the loan of cultivation equipment and buildings for animal shelter, and giving calves or selling them at a low price. Several of the employers responding negatively to these questions noted that they would be willing to assist employees to save money or with enterprises but they felt employees were not interested.

Employees were asked: "Does employer show an interest in the personal affairs and problems of employees?" Two-thirds answered "yes," one-third, "no."

In addition to the types of employer assistance noted above, employees responding affirmatively mentioned the interest taken by the employers in the family and personal affairs of the employee such as arranging activities for the children, arranging for medical assistance, taking care of doctor bills, advancing money, loaning automobile, and holding the job open during illness of employee.

Social Relations Between Employers and Employees.--"Does employer encourage employees to participate in community organizations and affairs?" "Does employer arrange and participate in social events with employees?" These questions were asked of both employers and employees. Their relative responses are summarized in the following:

[illegible]	12
[illegible]	1
[illegible]	1
[illegible]	1

	Per cent of responses			
	Employers		Employees	
	"Yes"	"No"	"Yes"	"No"
Does employer encourage employees to participate in community organizations and affairs?	23	77	13	87
Does employer arrange and participate in social events with employees?	23	77	18	82

Employers and employees responding affirmatively on the first question both noted invitations to farm group meetings as the principal community affair; encouragement of interest in PTA and in church attendance was also noted. Both parties reported with respect to the second question that employers arranged picnics, dinners, swimming parties, and similar events. Exchanges of dinners were also reported.

Most of those responding negatively on both questions offered no explanation which would indicate whether the lack of social interactivity is a matter of passive neglect or is a deliberate policy. However, a few of both groups clearly indicated that avoidance of social "mixing" was deliberate and a matter of preference. Some of the employers felt they should not interfere in the social and private lives of their employees or they believe their employees preferred they did not do so. Likewise, several of the employees stated the belief that their social life was not the employer's concern. Some of the employee comments indicating this view and also some expressing disappointment with unfulfilled promises may be of interest:

> Feels it inadvisable to mix socially with employer.
>
> Believes one reason he has gotten along so well with employer is they don't mix socially.
>
> Employee feels he would be out of place.
>
> Employer has promised a party for a year but has not had it.
>
> Employee is still waiting for a promised picnic.

Do Employer-Employee Relations Need to be Improved?--Employees were asked this question in two parts: (a) with respect to the dairy on which presently employed; (b) with respect to the dairy industry in general. The investigators suggest that the responses to this question may be among the most instructive findings of the study. In summary, the responses were as follows:

	Per cent of employees responding			
	"Yes"	"No"	"Don't know"	Total
Improved on this dairy	56	41	3	100
Improved in dairy industry in general	85	5	10	100

Employees' opinions as to how employer-employee relations ought to be improved, ranked in order of their frequency with respect to present employment, were:

	Per cent of employee suggestions	
	Applicable to this dairy	Applicable to dairy industry in general
Time off	34	11
Some days off or more days off	22	6
Days off should be specified	7	0
Vacation with pay	3	2
Other comments relating to time off	2	3
Relating to personnel practices	15	22
Don't misrepresent work	5	4
Treat men like human beings	3	7
Cooperation between employer and employee in maintenance of equipment	3	3
Others relating to personnel practices and personal relations	4	8
Working conditions	14	9
"Improve working conditions" (no specifications)	8	5
Provide good equipment, better facilities for washing barns	6	4
Less work	13	12
Shorter hours	8	4
Restrict duties to dairy	4	4
Milk fewer cows	0	3
Other related comments	1	1
Housing	11	11
Provide better housing	10	9
Other comments relating to housing	1	2
Comments relating to pay	8	21
Increased pay	4	14
Use incentive or percentage system	3	5
Others relating to amount or receipt of pay	1	2
Supervision and training	5	14
Fewer bosses; less supervision	3	8
Improve break-in method, outline work, check more closely	2	4
Clearer lines of authority needed	0	2
Total	100	100

It would appear from the foregoing that, in their present employments, milking barn workers are most consciously wishing they had more time off work. This is reflected not only in the first category of responses listed above but also in the relative prominence of "shorter hours." Likewise, particularly with respect to present employment, the comparative importance attached to personnel practices and working conditions and the relative unimportance attached to increased pay are to be noted.

An interesting contrast appears in the matters emphasized with respect to present employment and those emphasized as applicable to the dairy industry in general. From their previous employments, the employees apparently carry away strong impressions of the need for improvements in personal treatment, for more pay, and for better supervision and training. In contrast, in the immediate environment of their present employment, some of these matters, particularly more pay, shrink into positions of relative unimportance as compared with the desire for more free time.

The comparatively great importance which employees place on noncost items such as personnel practices and supervision and training, both in present employment and in the industry in general, should not be overlooked.

Opinions on the Qualifications of a Good Dairy Worker.--Employers were asked: "What qualifications does the employer look for in a good dairy worker?" The counterpart question asked of employees was: "What qualifications should a man have to be a good dairy worker?" We have classified the responses to these questions into two categories: (a) personal characteristics; (b) qualifications having to do with performance on the job. In the following summary tabulation, the various qualifications mentioned by both employers and employees are ranked in order of the frequency of their being mentioned by employers. The corresponding ranking of employee responses is also given. The comparative percentages indicate the relative frequency with which each group noted the particular characteristic. Obviously, these responses can be taken as revealing only the points uppermost on the minds of the respondents; if the investigators had used the various characteristics as a check list and thus had mentioned each, the response on such matters as "honesty" would doubtless have been unanimous. Equally obvious is the fact that these various characteristics are not individually independent. Most of the respondents mentioned two or more of the listed characteristics. If the characteristics had been suggested by the investigators, the number of multiple responses would doubtless have been much greater.

Personal characteristics	Ranking of qualification by: Employers	Employees	Per cent of all qualifications stated by: Employers	Employees
Family man	1	6	17	6
Nondrinker, not excessive drinker, does not drink on the job	2	4	15	11
Previous dairy experience	2	1	15	20
Liking for cows; interest in dairy	3	2	10	20
Dependable	4	3	9	19
Specified height, weight, or other physical characteristics	5	5	6	9
Honesty	6	11	5	1
Married	7	7	5	4
Specified age	8	8	4	4
Man-and-wife team	9	0	3	0
Good references; good employment record	9	10	3	1
Specified national origin or race	10	9	1	1
All others	--	--	7	4
			100	100

Qualifications relating to performance on the job	Ranking of qualification by: Employers	Employees	Per cent of all qualifications stated by: Employers	Employees
Patience with animals	1	1	27	42
Understanding of dairy sanitation	2	2	17	18
Cooperative	3	4	14	8
Ability to follow instructions	4	5	13	6
Ability to feed in relation to production; ability to breed and to feed calves	5	7	7	3
Careful and meticulous in work	6	3	5	11
Ability to use self-initiative	7	6	4	6
Quiet and good-natured on the job	8	7	3	3
All others	--	--	10	3
Total			100	100

As a means of obtaining employers' impressions and views of the dairy labor supply measured against their concepts of the desirable qualifications for such workers, we asked of employers the following question: "Are there enough dairy workers seeking employment to enable the employer to choose new employees according to desired qualifications?" Eighty per cent answered "no"; 20 per cent answered "yes." The comments of those answering both affirmatively and negatively are perhaps enlightening. These are summarized in the following.

Leisure Time Activities	Percentage of Men Who Engage in Activity	Percentage of Women Who Engage in Activity
Total	100	100
All others	20	4
Take out dates on the job	5	17
Exercise daily (jogging)	9	13
Flying for fun (owned or daily)	3	10
Gardening	8	3	10
Painting outside, hiking, or other		
physical activities	7	9	7
Bowling	6	8	7
Dancing	7	7	8
Shopping at	2	9	8
Sun-worship (tan)	4	8	5
Read extensively (not religious)			
books	3	3	1
Theatre, regional (going at least			
once a year)	10	1	1
Movies	--	--	--
	100	100

Recreational Activities to Do on the Job	Percentage of Men Who Engage in Activity	Percentage of Women Who Engage in Activity
Telephone (to obtain)	3	11	11
Correspondence (to write letters)	5	15	13
Correspondence (to write letters to friends and relatives)	4	18	6
Reading (ability to read is outside of job requirements)	4	13	6
Shopping (ability to spend and			
to shop given time)	3	7	4
Talk (to one another)	6	5	17
Travel (to one anotherline)	2	4	2
Write (to one another)	1	2	1

It's a mess of obviously subjective, impressions and views of the early labor

Leisure Time Activities	Percentage of Men Who Engage in Activity	Percentage of Women Who Engage in Activity
Total	100	100
All others	20	4
Take out dates on the job	5	17
Exercise daily (jogging)	9	13
Flying for fun (owned or daily)	3	10
Gardening	8	3	10
Painting outside, hiking, or other		
physical activities	7	9	7
Bowling	6	8	7
Dancing	7	7	8
Shopping at	2	9	8
Sun-worship (tan)	4	8	5
Read extensively (not religious)			
books	3	3	1
Theatre, regional (going at least			
once a year)	10	1	1
Movies	--	--	--
	100	100

Recreational Activities to Do on the Job	Percentage of Men Who Engage in Activity	Percentage of Women Who Engage in Activity
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Shopping (ability to spend and			
to shop given time)	3	7	4
Talk (to one another)	6	5	17
Travel (to one anotherline)	2	4	2
Write (to one another)	1	2	1

It's a mess of obviously subjective, impressions and views of the early labor

Comments of those answering "no"	Number of dairymen
Plenty of applicants but few qualified	12
No trouble himself but believes that other dairymen are having difficulties	4
Most applicants are transients looking for housing and temporary security	2
Employer prefers inexperienced men to train himself	1
Hasn't found any with the desired qualifications	1
Would take a month to find an employee having his qualifications	1
Would have to interview several applicants to find one who would qualify	2

Comments of those answering "yes"	Number of dairymen
Has had two or three qualified applicants for each vacancy	1
Believes his setup attracts good milkers from other dairies	1
When he advertises, he gets about fifty applicants in two days, of which ten are qualified	1
Has at least six qualified men on his waiting list	1
Only those men wishing to leave other dairies have the qualifications	1

IX

Analysis of Work Performed and Labor Costs

A complete and fully reliable analysis of labor input-output relations requires considerable cost-accounting data which would need to be recorded currently throughout the year. Since, by the method used for obtaining information for this study, rounded estimates rather than precise figures are available, it hardly need be said that our findings are approximate and tentative. Moreover, since the work in the milking barn is performed jointly by all members of the crew working together, the contribution of the individual worker is not separately identifiable in those barns employing two or more men. Hence, the analysis of relations between labor costs and work performed must be confined to averages for each dairy. Additionally, since operators or members of their families do part of the work in half of the dairies studied, the working time of such operator labor has to be included along with hired labor when calculating

Checklist of Basic Questions for [illegible]	Initials
Clarity of questions and the questions	[illegible]
Be sensible [illegible] not [illegible] with other [illegible]	
Are wording difficulties	/
Most [illegible] the [illegible] [illegible] the [illegible]	
Are [illegible] scale	[illegible]
[illegible] problem [illegible] and to train [illegible]	[illegible]
Should [illegible] be [illegible] modifications	[illegible]
Would time a month to [illegible] having the questionnaire	[illegible]
One may wish [illegible]	[illegible]
Might pay to introduce several [illegible] in [illegible] questionnaire	[illegible]
Questions [illegible]	
Are the [illegible] [illegible]	
Checklist of Basic Questions for [illegible]	Initials
Are the [illegible] [illegible] [illegible] [illegible] [illegible] [illegible]	
[illegible]	
Because the [illegible] [illegible] [illegible] [illegible] [illegible] [illegible]	
[illegible]	
Are [illegible] [illegible] [illegible] [illegible]	
Do [illegible] [illegible] [illegible] [illegible]	
Does [illegible] [illegible] [illegible] [illegible] [illegible]	
The [illegible]	

Checklist of Basic Questions for [illegible]

[illegible] [illegible] [illegible] [illegible] [illegible] [

the output per man or per man-hour. Yet, on the other hand, this operator labor cannot be included in calculating average labor costs for the dairy unless one were to impute an equivalent wage rate. In consequence, there appears to be no better way of stating average labor costs per hour than in terms of the average hourly wage paid to hired labor.

Accordingly, the following discussion relies upon averages for each dairy calculated in the terms above described. Therefore, all comparisons are on a dairy-to-dairy basis.

Average Cows per Man and Butterfat Production per Man-Hour.--One of the most convenient and simple ways of measuring the amount of work required of milking barn employees is to take the average number of cows per man in the milking barn. The average number of cows per man working in the dairy barn varied a great deal from dairy to dairy, the lowest being twenty-four cows and the highest seventy-four cows. For all dairies the average was forty-seven cows and the bulk of the dairies ranged between twenty-five and fifty-five cows; there was no particular figure lying within this range that can be said to be typical of the group studied.

Another factor to be considered in analyzing labor input-output relations is the variability from one dairy to another in butterfat yield per cow. This ranged from 329 to 516 pounds.

The average butterfat produced per year per man-hour of labor is even more widely variable from dairy to dairy ranging from a low of 3 pounds to a high of 11.8 pounds, with an over-all average of 7 pounds. The average in this instance is scarcely more typical of the group than is the average of the cows milked; approximately equal numbers of dairies had averages of 4, 5, 6, or 7 pounds of butterfat produced per hour of milking barn labor.

To what extent and in what way are these variations in amount of work (cows milked), in production (pounds of butterfat per cow), and in labor output (pounds of butterfat per hour of labor) related to each other?

In the first place, our data show no significant relation between butterfat production per cow and the amount of milking barn labor per cow. This holds true whether the amount of labor is measured in terms of cows per man or in terms of hours of labor per cow. The absence of relationship is clearly illustrated when one divides the group of dairies studied into three equal-sized groups on the basis of the number of cows per man. This yields the following averages of butterfat production per cow:

	Average annual pounds of butterfat per cow
I. Lowest third (less than 42 cows per man). . .	422
II. Middle third (42-53 cows per man)	430
III. Highest third (54 cows and more per man). . .	414

Since the differences in the above averages are small and do not move consistently in either direction, one may conclude that the level of butterfat production per cow is not governed by the number of cows per milker.

If the quantity of labor per cow does not influence the productivity of the cow, then does the cow's productivity (determined by other factors than the quantity of labor) influence the output of butterfat per hour of labor? Although one might logically expect some relationship to exist between these two variables, the evidence does not immediately confirm it. Again dividing the dairies studied into three equal-sized groups according to the dairy average of butterfat yield per cow, the corresponding group averages of butterfat production per hour of labor are as follows:

	Average annual butterfat per hour of labor
I. Lowest third (under 400 pounds per cow).	6.3
II. Middle third (400-439 pounds per cow).	7.5
III. Highest third (440 pounds and more per cow). . .	6.6

Again, although one may note a tendency for output per cow and per hour of labor to increase together, the differences in the averages per hour of labor are not large nor do they increase consistently with increasing production per cow.

However, when we turn to examining the relation between numbers of cows per man and butterfat production per hour of labor, a close and consistent association is found. This is illustrated by the following averages of butterfat per hour of labor by numbers of cows per man:

	Average annual butterfat per hour of labor
I. Lowest third (less than 42 cows per man). . .	4.6
II. Middle third (42-53 cows per man)	6.5
III. Highest third (54 cows and more per man). . .	9.3

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

These averages show a significant and consistent tendency for output per hour of labor to be associated with numbers of cows per man. Thus, butterfat production per hour of labor appears to be more closely associated with numbers of cows handled than with the level of production per cow in the dairy. Yet, it is reasonable that, in dairies with equal numbers of cows per man but with different levels of production per cow, the output per hour of labor should vary in accordance with the latter. This proposition may be tested by another classification in which variations in both numbers of cows per man and butterfat yield per cow are taken into account and corresponding averages of output per hour of labor are calculated. These averages for dairies having the specified characteristics are as follows:

Number of cows per man	Average butterfat production per cow		
	Under 400 pounds	400-439 pounds	440 pounds and over
Under 42	4.1	4.9	4.6
42-53	5.6	7.1	7.1
54 and over	8.4	9.7	10.1

These averages show more clearly the respective relationships of butterfat production per hour of labor to yield per cow and to numbers of cows per man. Production per cow and per hour of labor tend to be positively associated as one observes by reading across the tabulation. But this association tends to be overshadowed by the much closer association between output per hour of labor and number of cows per man as one may observe by reading down the columns.

Wages per Hour.--On the basis of the wide range and variation in rates of compensation as reported in Section IV, one may anticipate similar variations from dairy to dairy when wage payments are converted to an hourly basis. Such variations do in fact exist, both in cash wages per hour and in total wage costs per hour. In terms of averages per dairy, wage costs per hour of labor are summarized as follows (hired labor only--based on rates in effect December 31, 1951):

Number of days per week	Hours worked per day	Hours per week	Days per week
Under 5	7.1	7.9	1.0
5 to 5.9	7.6	7.6	1.1
6 to 6.9	7.7	8.1	1.2

Average wage cost per hour of hired labor dollars	Cash only	Cash and perquisites
	per cent of dairies	
Under .85	6	6
.85-.89	11	
.90-.94	3	
.95-.99	6	
1.00-1.04	14	6
1.05-1.09	14	6
1.10-1.14	11	3
1.15-1.19	8	6
1.20-1.24	9	3
1.25-1.29	3	22
1.30-1.34		3
1.35-1.39	3	9
1.40-1.44		6
1.45-1.49	6	11
1.50-1.54	3	8
1.55-1.59		
1.60 and over	3	11
Total	100	100
Average wage cost	$1.11	$1.33

In the analysis of relationship between wages and work performed that follows, wage costs per hour are used rather than the rates per month or per day as they are actually paid. The reason for this is that, by converting wage payments to an hourly basis, the differences in monthly or daily rates that are attributable to differences in hours are removed. Thus, average hourly wages are more comparable from one dairy to another.

Association Between Wages and Work Performance.--To what extent are the variations in rates of pay associated with variations in work required and work output? Our data indicate that from dairy to dairy there is a rough accommodation between the amount of work and the rate of pay. Yet, it must be emphasized that this accommodation is only rough and approximate. Some of the dairies having the least cows per man and the lowest production of butterfat per hour of labor were among the top third in pay rates. Conversely, some of the dairies having the most cows per man and the largest output of butterfat per hour of labor paid average or only slightly higher than average wages. Wage rates and the amount of work tend to be more closely related to each other among the dairies which are in the top third with respect to the number of cows per man or with respect to butterfat per hour of labor.

These general but yet imprecise relationships may be observed in the accompanying charts which illustrate the associations described.

It is to be noted that the above discussion and the charts are based on wages paid in cash. When the same analysis is made in terms of total wages, including the value of perquisites, the relationships are not as close. This means that perquisite values are even less accommodated to the amount of work performed than are cash wages.

The significance of these findings may be summarized as follows: From one dairy to another there are wide variations in the wages paid, in work required, and in the effectiveness of labor use. Only to a limited extent were lower wage rates found to be associated with lower work requirements and lesser labor output, and vice versa. These facts mean that labor costs per pound of butterfat differed a great deal from one dairy to another and that such variations in labor cost reflect differences in management practices for utilizing labor just as much as they represent differences in wage rates. Of those dairies that are operated entirely by hired labor, the cash wage cost per pound of butterfat ranged from a low of 10.4 cents to a high of 28.8 cents. Total labor costs, including the value of perquisites, ranged from a low of 12.2 cents to a high of 36.8 cents per pound of butterfat.

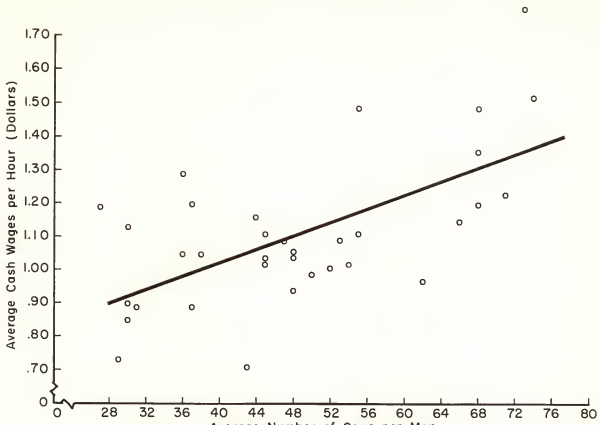

FIG. 1 COWS PER MAN AND CASH WAGES PER HOUR, BY AVERAGES FOR INDIVIDUAL DAIRIES

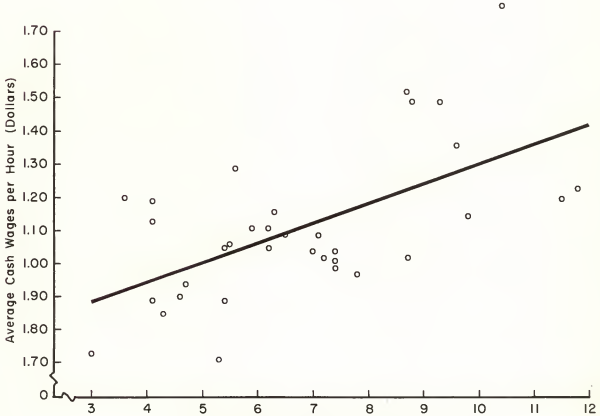

FIG. 2 POUNDS BUTTERFAT PER HOUR OF LABOR AND CASH WAGES PER HOUR, BY AVERAGES FOR INDIVIDUAL DAIRIES

X

Analysis of Labor Turnover

Employers' Turnover Experience.--As was reported in Section III, there is considerable moving about by dairy workers, particularly from one dairy to another within the immediate area of Fresno County. Although one-third of the dairymen stated they had no labor turnover during 1951, a few at the other extreme reported turnover rates as high as 200 to 450 per cent per year. Of the two-thirds experiencing some labor turnover, the most typical rate was 100 per cent (that is, one complete replacement of crew within the year).

To obtain a broader view of employers' labor turnover experience, we inquired about all employee terminations for the three years 1949 through 1951. Approximately one-third of the terminations were reported by employers as discharges, two-thirds as quits. Those quitting had averaged nine months on the job before leaving; those discharged had averaged three months. Over all, the average tenure of terminated employees as reported by employers was seven months, which, incidentally, agrees exactly with reports of employees on the same point.

In consequence of these rates of labor turnover, many dairies were operating with crews that average three months or less on the job. Two-fifths of all dairies had crews averaging nine months or less. At the other extreme, only one-tenth of the dairies had crews averaging more than five years.

It would seem likely that, in such an enterprise as dairy husbandry, adverse results would appear in consequence of such rapid personnel changes. Yet, in this study we found little evidence of such. Variations from dairy to dairy in the number of cows milked per man, in the amount of butterfat produced per cow and per hour of labor, and in the cost of labor per hour were not found in this study to be significantly associated with variations in the rate of labor turnover for the dairy.

We hasten to say, however, that, although direct associations in the above factors were not found through the methods used in this study, this is by no means conclusive evidence that labor turnover is of no consequence to the dairy enterprise. On the contrary, we believe that the possibility of adverse consequences due to frequent changes in personnel and to the conditions and influences that underlie such changes is a hypothesis which should be examined further and upon which more conclusive evidence should be sought.

Employee Experience with Respect to Labor Turnover.--That employees on the payroll as of December 31, 1951, had been in their jobs an average of twelve

months was reported in Section III. Although one out of eight employees had been in the same job for more than four years, these relatively few long-tenure employees were greatly outnumbered by the employees who had been in their present jobs six months or less.

Employee responses to inquiries about their preceding jobs furnish some significant information about how long they had stayed and their reasons for leaving. Although all employees had been on their previous jobs an average of nine months, it is particularly significant that those who have been in dairy jobs in the Fresno County area had averaged seven months on the previous job whereas those previously employed in other types of work had averaged fourteen months. This difference strongly suggests the relatively high rate of labor turnover that is characteristic of dairy employment.

Why did workers leave their previous jobs? We asked this question of all employees; the replies of those who had been employed as milkers in the Fresno County area are perhaps most relevant and are summarized thus:

Reason for termination from next preceding job	Per cent of reasons given
Laid off or discharged	24
Left to get higher pay	21
Unsatisfactory relations with employer or supervisor	17
Too much work required	14
Poor housing	7
Unsatisfactory relations with other employees	7
Personal and family reasons	7
No days off	3
	100

It is notable that, of all terminations reported by employees, one-fourth were initiated by the previous employer and three-fourths by employees. Equally notable is the relative emphasis given to more pay or less work as reasons for quitting. Whereas it is often supposed that the latter are the principal reasons for labor turnover within this industry and area, the above responses would indicate there are other considerations of equal or greater importance. Dissatisfaction with housing, unsatisfactory relations with other employees,

Be like us	2
Ignorant and stupid	1
Have confidence	1
Understanding different ways	
Open minded	1
Not aware	19
Neither to celebrate	11
Don't interfere, entertain more	
Pity to the others not	11
Talk all to be normal	2

Reasons for Determination | Percentage Rating for Level of

Some people are helpful and are concerned about others.

Others are neither helpful or bothered by others' difficulties.

The 3Ds conduct their business today. We asked this question at all levels of management and found that most managers do believe in the Deming philosophy. Some differences existed between the different levels of management. Most managers agreed that they know what the customer wants. Some disagreed that they know what the customer wants. Most managers agreed that they know how to satisfy the customer. Some disagreed that they know how to satisfy the customer. Most managers agreed that they have the right attitude to satisfy the customer. Some disagreed that they have the right attitude to satisfy the customer. Most managers agreed that they have the right skills to satisfy the customer. Some disagreed that they have the right skills to satisfy the customer. Most managers agreed that they have the right knowledge to satisfy the customer. Some disagreed that they have the right knowledge to satisfy the customer. Most managers agreed that they have the right experience to satisfy the customer. Some disagreed that they have the right experience to satisfy the customer. Most managers agreed that they have the right qualifications to satisfy the customer. Some disagreed that they have the right qualifications to satisfy the customer. Most managers agreed that they have the right training to satisfy the customer. Some disagreed that they have the right training to satisfy the customer. Most managers agreed that they have the right education to satisfy the customer. Some disagreed that they have the right education to satisfy the customer. Most managers agreed that they have the right background to satisfy the customer. Some disagreed that they have the right background to satisfy the customer. Most managers agreed that they have the right upbringing to satisfy the customer. Some disagreed that they have the right upbringing to satisfy the customer.

and personal and family considerations are in total given the equivalent emphasis of higher pay. Unsatisfactory relations with employer or supervisor or with other employees are given in explanation of approximately one-third of the terminations initiated by employees.

In addition to our inquiries concerning the next preceding job, we also inquired into workers' employment history during the past five years (1947 through 1951). Although the group was found to have had considerable mobility with respect to jobs of all types, it was again particularly in dairy employment that turnover came to be strongly in evidence.

Have the employees who were relatively stable in their jobs realized better incomes as result of staying more consistently with their employment? We found only a very low relationship between the length of time spent in present employment and the rate of compensation received. Likewise, those who had terminated several jobs in the past five years had gained nothing by "shopping around," but neither were they earning significantly less as compared with those who had stayed more continuously on the job. It appears from the limited evidence available that, to the extent that employees gain from staying on their jobs longer, the gain is realized in better housing more than in higher pay.

Although little evidence was found that moving frequently from one job to another was harmful to the economic interests of employees, we again note that, since such matters do not lend themselves conveniently to quantitative measurements and because there are many intangible values in employer-employee relationships, our findings are not conclusive.

Causes of Dairy Labor Turnover.--The comparatively high rate of labor turnover found in dairy employment is evidently not to be accounted for in any simple explanation. The explanation is undoubtedly multifold and is suggested in part by each of several findings from this study. In part, the causes for turnover are suggested by the employees' reasons, as given above, for leaving their employments. On pages 28 and 29 of this report, we summarized the reasons given by employees for being satisfied or dissatisfied with their present jobs; these also are undoubtedly indicative of why employees choose to stay or to leave. The suggestions of how employer-employee relations might be improved (page 31) are also likewise indicative.

It must also be noted that there are other aspects particularly characteristic of the type of employment covered by this study which undoubtedly contribute to employee discontent. One of these is the confining nature of milking barn

work with so little opportunity for free time or for a normal workday or workweek. About the only way for many employees to get time off is to quit. Hence, with some assurance that a similar job within the area can be obtained when needed, the worker attains time off work between jobs.

Two findings of this study corroborate and supplement the above hypothesis. One of these, reported in Section IX, is that in the industry and area there is no close relationship between the wages paid and the work required. Consequently, a worker who has had some experience in moving from one job to another has undoubtedly found that, if he quits, he can obtain another job and possibly one which may actually offer more pay for the same work or the same pay for less work. The other finding, reported in this section, that wages paid do not depend on length of service tends further to assure a worker that, as a new employee, he stands to do just about as well as if he had been on the same job for a number of years. Accordingly, with these prospects in view, there appears little to be lost by an employee who quits except the wages that are foregone during his interjob period of unemployment. Given this combination of circumstances, the prevailing level of labor turnover does not appear either irrational or beyond understanding.